



THE DEPUTY SECRETARY OF DEFENSE  
WASHINGTON, D.C. 20301-1000



APR 23

MEMORANDUM FOR SECRETARIES OF THE MILITARY DEPARTMENTS  
CHAIRMAN OF THE JOINT CHIEFS OF STAFF  
UNDER SECRETARIES OF DEFENSE  
DIRECTOR, DEFENSE RESEARCH AND ENGINEERING  
ASSISTANT SECRETARIES OF DEFENSE  
GENERAL COUNSEL OF THE DEPARTMENT OF  
DEFENSE  
DIRECTOR, OPERATIONAL TEST AND EVALUATION  
ASSISTANTS TO THE SECRETARY OF DEFENSE  
DIRECTOR, ADMINISTRATION AND MANAGEMENT  
DIRECTORS OF THE DEFENSE AGENCIES  
DIRECTORS OF THE DOD FIELD ACTIVITIES  
CHIEF, NATIONAL GUARD BUREAU  
HEADS OF JOINT SERVICE SCHOOLS

SUBJECT: Fostering Respect as an Element of Equal Opportunity Within the  
Department of Defense

The Department of Defense's unequivocal commitment to equal opportunity (EO) and dedication to uncompromising standards of performance have earned us the reputation as the most successfully integrated institution in the United States today. This success is attributable to the incorporation of EO principles, including respect for others, as an integral part of readiness and unit cohesion.

Press accounts following the September 11, 2001, terrorist attack have described retaliatory actions allegedly taken by Americans against other Americans whom they perceive to be Muslims or of Arabic descent. No American, including military personnel, DoD civilian employees or DoD contractors, should be subjected to such treatment, nor should military personnel or civilian employees engage in such behavior.

Religious, ethnic, racial, or sexist jokes, remarks, symbols and gestures demonstrate a lack of respect for all of our military and civilian personnel. Derogatory references to religious, racial, or ethnic characteristics or gender have absolutely no place in the interactions of DoD personnel, or in other official activities. Furthermore, this kind of unprofessional behavior is destructive of unit cohesion, fosters a hostile work environment, and thus jeopardizes the discipline and readiness of the Armed Forces. I call upon all of us in leadership positions, from the Office of the Secretary of Defense

and Military Department leaders to small unit leaders, to prevent such unprofessional behavior and to effect appropriate immediate corrective measures when it has been determined that such behavior has occurred.

Accordingly, I ask that you ensure that the policies and procedures that govern behavior and instruction at basic and advanced training for enlistees and for officers, including R.O.T.C. programs, officer candidate schools and military academies, emphasize this guidance. In addition, please ensure that civilian new hire briefings and all equal opportunity or human relations training are consistent with this guidance. I am also asking the Defense Equal Opportunity Management Institute and all other Joint-Service schools to ensure that their training reflects this guidance. Every step in the education and training of our military personnel and civilian employees must reinforce the need for mutual respect among all members of the Department of Defense community. Your personal support in this endeavor is appreciated.

A handwritten signature in cursive script, reading "Paul Wolfowitz". The signature is written in dark ink and is centered on the page.